

# Multi-Agency Mardi Gras Summit

Sunday March 11, 2001



## *Meeting Summary*

**Distributed by:**

The Seattle Police Department  
July, 2001

Austin

Fresno

Philadelphia

Portland

Seattle

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# Introduction:

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Mardi Gras 2001 was marked by violence in a number of cities across the United States, including Seattle. To better understand the dynamics of the event and to better address policing responses in the future, the Seattle Police Department invited law enforcement officials from around the country to a Summit Meeting, held in Seattle on Sunday, March 11, 2001. Officials from the Austin, Texas; Fresno, California; Philadelphia, Pennsylvania; police departments agreed to send representatives and make presentations. Other agencies from the local Seattle area and the Northwest also attended.

The meeting began @ 8:30 AM. Chief Kerlikowske opened the meeting by thanking everyone for attending. He stated that there were a lot of things to learn and strategies to evaluate after what all of us saw in our communities. What we all saw made us greatly concerned about youth violence and the ability of law enforcement to effectively deal with large crowds of young people bent on violence and destroying property. He ended by saying that he doesn't believe there is some simplistic template that can be put over a crowd everywhere, but that we hoped to open a dialog today and learn from each other.

The agenda for today is:

- Looking at what happened in the four different cities and critically examining those events
- Explore best or promising practices and expand the discussion to other cities that have had disturbances
- How we can and must prevent this type of violence—rampaging youth

## **Facilitator for the day Assistant Chief Clark Kimerer, SPD:**

Thank you for coming to discuss the emerging tide of youth violence and problematic crowd behaviors. We have important tasks to talk about and an ambitious agenda. There are two things we need to get done:

- Provide those we work with and for, information about what happened

Discuss strategies and tactics so we can learn from each other as peer professionals how we can best serve our cities.

# Agency Debriefs:

## Austin Police Department Experience:

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Assistant Chief Rick Coy & Commander Robert Dahlstrom

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Austin showed a video that was filmed by their staff. Their Mardi Gras celebration occurred downtown on 6<sup>th</sup> Street, the area is called Old Pecan Street. It is a 6-block area that is mainly made up of bars & restaurants. There are 57 bars in the 6-block area. This is the main area in Austin for entertainment, it draws a large crowd from the University of Texas as well as local High Schoolers. The drinking age is 21 but bars can let people in under 21 they just can't serve them alcohol. The streets are shut off on Saturday nights with barricades routinely to accommodate the 10-30,000 people who gather down there. Last year there were open sales of alcohol and things got out of control. Prepared a little more this year because of that. They have developed a CMT (Crowd Management Team) and made more use of their mobile videographer.

The Mardi Gras Celebration was planned to begin on Friday and go until Tuesday. Austin showed their video, which depicted a huge crowd lining the streets. The crowd was predominately made up of males. There were people on the rooftops and the crowd was pretty controlled for a while. A lot of officers initially didn't wear helmets or riot gear. Later during the riot, the crowd went to the alley and got beer bottles out of the dumpsters and began throwing them at the officers. Several fights broke out and the crowd began to throw objects at the police officers. It was at that time that they gave the order to disperse several times. The police were predominately located mid block when the large disturbance began. They were forced to clear out the crowd from the middle of the crowd outwards. As soon as they cleared one direction, the crowd marched back the other way. Businesses were closing down. Typical age group was late teens. The estimated crowd size was 80,000\*. When they moved the crowd west they seemed to get a lot more aggression from the crowd. Seventeen rounds of stingers and one beanbag were used because of all the projectiles being thrown by the crowd.

Because of events on Saturday, some Mardi Gras events (including the evening parade) were cancelled. Tuesday night they doubled their force and had no problems. At 0300 they started to move them out with the horses. Went very smoothly, unlike Saturday when they were getting rocks, bottles and bricks thrown at the officers. They had deployed 110 Officers in full riot gear. On Tuesday they discussed the impact of deploying in riot gear vs. in regular uniforms and the message that was sent. They didn't use barricades and were criticized for that. They feared that the barricades would be used as weapons if they lost control of the crowd.

Question: Was Saturday night the biggest problem?

Answer: Mardi Gras is on its third year-first year it fizzled. In Austin the city will allow private citizens to get a street closure. That is what happened last year and within 6 hours

2,000 cases of bottled beer were sold. This year the Police got street closure permits so they would have more control over the crowd. They also estimated that the crowd was 80% males about 18-20 years old, there were many females who were exposing themselves. On Saturday they had deployed 110 officers, on Tuesday they had deployed 220.

Question: What was the extent of the assaults?

Answer: On 6<sup>th</sup> Street they are fairly used to the crowd sizes, they typically handle the area with 24 officers. Sunday and Monday were quiet. Same deployment on Sunday, Monday night had their full walking beats—over 50 officers. Friday night may have been the spark that set it off.

Question: Could you penetrate the crowd and make arrests?

Answer: Yes, Officers were stationed in each block all night long, every night. Officers escorted EMS in and out of the crowd and made arrests and broke up fights all night until the actual riot. The street was cleared after about 90 minutes on Saturday night.

Question: And on Mardi Gras night itself, what happened?

Answer: The bars have a total capacity of about 15,000. At 2:00 AM you traditionally add 15,000 to the number on the street. They will let them hang out until about 3:00 AM, but that is how they clear the street on a regular basis. Saturday night was a pretty typical until the crowd started throwing bottles.

Question: How much effect did canceling the parade have?

Answer: When the parade was cancelled a lot of the people who would come early for the parade waited until later. If they had come earlier, they may have been much more intoxicated than they were. They also found that on Sunday, Monday, & Tuesday, young men were coming up to officers and apologizing for getting out of control.

There were 19 calls to IIS, 2 complaints have been filed to date. Principally 18-21 year old males were in the crowds. Last year they had more couples. This year females were there to get beads; \$40,000 sold in beads last year and \$70,000 sold this year.

# Fresno Police Department Experience:

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Captain Marty West & Lieutenant Andrew Hall

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405,000 people live in the city, with 800,000 in county 51% of the population is Hispanic, with a large Hmong community as well. Fresno Police Department has 701 sworn officers, 1050 total employees. It is basically an agricultural community and very conservative. It sits half way between San Francisco and Los Angeles and is the largest entertainment area for the valley. Fresno is changing from mid size community to large community. Many people are moving away from the urban areas and out into the suburbs. This has caused a lot of problems for the downtown area. The city leaders are concerned about maintaining downtown viability and are very supportive of any activities that occur down there.

Mardi Gras was held in the Tower district, which does not have a well-established entertainment venue. It is a diverse entertainment area. You find a lot of rave parties, a sizable gay community as well as a group of white supremacists that hang out there. This is the 5<sup>th</sup> year Mardi Gras has occurred. There are about 28 restaurants and bars in the area. First 3 years there were no major problems. In 1999 had some problems and they had to call in support from other agencies. There was a lot of damage but no real fights. After that the organizers met with Police to discuss how to do Mardi Gras differently. The Police agreed that they could sell alcohol in beer gardens. There were three square blocks that were designated for that. They closed off the area with temporary fences to control access. Fresno also has contract services so they can charge businesses when they want to have large parties. Last year it rained so there was a much smaller crowd. This year, nice weather, big event highly publicized, radio stations were pushing the event, especially stations like hip-hop, etc.

The Mardi Gras event on Tuesday was scheduled to start at 1800 PM. By 2100 hours the crowd size was @ 20,000.

There were 30 officers and 2 sergeants paid for by organizers plus other officers for a total of over 90 officers deployed. At 9:30 they were closing the gates. People were frustrated because they had already bought tickets but were standing in line waiting to get in when the gates closed. There were three gates and when they were closed, people started to jump the fences. The police put the horse patrol where they were jumping the fence, that stopped them but they found the two other gates and then began to push the other gates. It was very difficult to have officers to move through the crowds.

Question: Did you have any officers in the crowd?

Answer: Initially we had 6 undercover officers in the crowd. What we found was that when they tried to make an arrest, officers were immediately surrounded and overwhelmed. Also officers kept calling for help, pulling other officers off their posts.

Question: Were there any problems prior to the Tuesday Mardi Gras event?

Answer: No, we had problems last year at the parade but none this year.

Question: What injuries were sustained?

Answer: A bottle struck one woman, requiring aid; four other minor injuries in the crowd; no officers injured.

At about 10:30 police officially shut the event down. 180 officers at that time to help disperse the crowd. Moved crowd to the west. Consequences for breaking it up so early, the crowd became very hostile and began vandalizing businesses. Smashed out about 50 windows, theft (1), 26 arrests: 10 public intoxication: 2 felony battery, 1 minor battery. There is a local ordinance that prohibits public exposure, but the reality is that it is very hard to enforce. Another problem they had was a large number of inexperience officers because of the growth of the town. Crowd estimated at @ 20,000.

Question: Was there a predetermined rally point for officers?

Answer: Yes, but most officers left their riot gear in the command post vehicles. It became impossible to get officers placed in the area.

Question: What was the status of businesses in the area?

Answer: Most retail establishments were closed, restaurants and bars were open.

Question: Were there any problems with dispersal into the surrounding area?

Answer: Yes, the surrounding area is mostly residential with no parking. We had **998** calls to 911 while we were trying to disperse the crowd. There is a police station about 2 blocks away that was vandalized along with some of the police vehicles.

Question: How long did it take to disperse?

Answer: About 1.5 hours. We found that the crowd got more unruly as the night went on. The problem wasn't the adults who were in the establishment, problems were typically with the younger kids on the streets.

Bars and restaurants had the best retail sales of the year that night. The police were criticized for ending the party at 10:30. Since the beer gardens closed at 10:00 PM the closure didn't bother anyone in the establishments.

Question: If you had no gate access problem earlier would you have shut it down as early as you did?

Answer: Probably not. There was a lot of pushing and shoving, we feared people would be hurt in the crowd and the potential for major injuries was high. We had tried to talk to the organizers about providing better control of ticket sales and admission. Last year the organizers made \$60,000 on the gates last year (in the pouring rain).

Question: Were there any arrests for failure to disperse? Do you get prosecutions?

Answer: No, we just use it to disperse the crowd. Most of the crime was occurring in the crowd where we couldn't see what was happening. We do have an ordinance on indecent exposure that is relatively new that was passed by the former mayor and council. We're not sure how effective it will be.

It will be interesting to see whether we can close off streets and charge admission next year. There is a movement from the retail establishments to get an injunction against the event next year. We do know that the temporary barricades don't work and would push for something more permanent, possibly the concrete barriers that are used on roadways.



# Philadelphia Police Department Experience:

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Chief Inspector Frank M. Pryor and Captain John Darby

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Philadelphia has 6 divisions and Chief Pryor commands 4,000 people in his bureau (all patrol). South Street area is where most of the activity occurred, a 3-4-block area, with approximately 23 bars. On an average weekend we will draw 10,000+ to the area. The previous year we had spring break for five major colleges and it was 76 degrees on March 3 which was Fat Tuesday. This year there was no spring break and it was colder than last year so we thought we'd have a much easier time. The area that had the Mardi Gras events was south of downtown. In the last few years we have seen an evolution of violence. This year we had thousands of people in line for bars very early (first patron was in line at 0130 hours). Fat Tuesday (which is a franchised restaurant) was the epicenter for us. Alcohol was the engine that was driving this event and the violence. We put out french interlocking barriers because last year we grew from 5,000 to 25,000 people coming down for the event. The media had a camera set up all day watching the crowd. The crowd was predominantly 18-23 year olds, mostly male and mostly white, half of the arrests were from out of town.

Something is changing to see this kind of violence from young people. Up to 7:00 PM everything was running fine. It is not unusual to have lots of people on the street and we keep traffic open. About 7:00 PM we could feel the crowd changing. Ended up with about 300 officers. It is important to remember that this is not a City sponsored event. A bar and restaurant brought the crowds in and the media was giving people cameras and paying them to take photos and video.

Public Safety issue when you have that many people. I (Chief Pryor) was criticized for not being aggressive enough but I knew that if I pushed them they would cause huge problems. The outside crowd was 17-22 years of age. There were approximately 7,000 people in the street along a 1-2-block area. It was also sweeps month for the media which influenced the way it was covered.

The barricades became a problem and were used as weapons by some in the crowd. We brought in about 25 horses. The officers and horses started being attacked by the crowd so we pulled them back. Then a fire truck got stuck in the crowd. We had to push the crowd back to get to fire truck. That was a turning point, up to that point we didn't have bottles or rocks being thrown. Once the truck got stuck we had to break off our formation to get the truck out. This took us away from our plan and instigated the crowd. We pulled the horses back when the crowd turned. It took us 2 hours to clear a block. There was \$60,000 worth of property damage. Problems arose because the event was not sanctioned by the city or anyone really. We were criticized for clearing the streets, but at the 11:30 newscast the media kept showing the crowd and asking "where are the police, where are the police?" We are using our web site to get assistance in locating the offenders from the fights. We made 100 arrests. The event also provided an opportunity for criminals to come down and participate in the melee. Police used a lot of restraint. The most disturbing thing was the crowd wouldn't listen to the police. Also that the crowd seemed to enjoy the escalating violence. There was a serious injury with one person cut on the throat requiring 100 stitches.

Question: It took four hours to disperse? Did you use chemical weapons or have “hard” officers?

Answer: We didn’t use any chemical weapons or riot officers. In Philadelphia if we call in SWAT it is a very serious problem. We are precluded by ordinance from using tear gas

Question: How many arrests?

Answer: Over 100. We had a judge standing by to handle underage drinking and he gave out fines and community service on site. The misdemeanors will go into the court system. There have been 8 to 9 felony arrests made off the website.

Question: Did you have any sexual assaults?

Answer: Yes

Question: Did you work with the Liquor Control Board?

Answer: Yes, they left at 1900 hours (end of their shift)

Even with the number of police, assaults can be occurring 15 feet away and not be seen.

## Seattle Police Department Experience:

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Chief Gil Kerlikowske and Assistant Chief Dan Bryant

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Assistant Chief Bryant was the Incident Commander for “Fat Tuesday” and stated he was amazed at the similarities between the cities. We have a video but in the interest of time we can just provide it to you. Pioneer Square is where the Mardi Gras events were centered. It is the oldest part of the city with several bars and restaurants. There has been a lot of growth of residential population over the last 5 years. The area is a 6 to 8 square block with most of the problems focused on 3 square blocks. In the mid-70’s we had significant civil disturbances during Mardi Gras. Since 1979, Mardi Gras has been downplayed. Things have been fairly quiet until last year when we had some problems, on a much smaller scale. We were able to deal with it with our on duty resources. There were a few arrests and minor damage last year.

This year we put together operational plan and supplemental staffing was 40-60 officers for Tuesday. Friday night had the beginning of problems, there were a lot 17-25 years old who came down to watch the activity on the street. We called out our task force (on duty) and 100 officers handled the crowd with chemical agents. We had property damage and the next night we staffed at 118 officers. We also had barricades that were used to protect some new plants and street trash cans removed. The poles were coated with vegetable spray to prevent people climbing on them. On Saturday night the crowd was pretty intoxicated and we were getting ready to give the dispersal order when the crowd moved into a parking structure and took the high ground.

Flash point on Saturday night was an attempted arrest. It was similar to what you saw in Austin, kids were confrontational and looking for a fight. It was clear that going into the crowd was a calculated risk since it might only increase the problem. Not only was there the crowd on the street but an additional 5,000 people in the bars who could have come out and cause additional problems.

After Friday and Saturday we were criticized as being too aggressive. In getting the area cleared, we split the crowd in two on Saturday which gave them opportunity to do property damage in two directions.

Because of our experience on Friday and Saturday we had 230 Officers staffing Sunday and Monday and had no problems at all.

Throughout the weekend a radio station was promoting the Tuesday night event encouraging listeners to come down and participate in the party. A columnist in one of our newspapers did a story where an individual was quoted (from a song) to “fight for your right to party” “raise hell and take out your aggressions”. The same columnist quoted another person as saying “Cops became too aggressive and were using Gestapo tactics.” This set a tone for the crowd. The local establishments who were hoping to make a lot of money also promoted it.

The media encamped with armed off-duty King County officers on the parking garage every night waiting for something to happen. Their equipment and lights were visible to the crowd below.

Question: What is the protocol for use of chemical weapons?

Answer: We always give a dispersal order. When we go in with hard platoon(s) pushing the crowd does not work because only the first 3 or 4 in the crowd see the movement the rest don't see why they are being pushed and it is ineffective. Once the hand-held chemical weapons are thrown the people who don't want to get into a fight leave and the hard core ones are left. With the smaller group you don't get the kinds of property damage and injuries you do with the push. Were able to disperse crowd in 30 minutes. Friday and Saturday we received criticism from some officers and media about moving in too quickly.

In preparation for Tuesday we had the dumpsters emptied, a lesson learned from WTO. A radio station had a permit for an outdoor stage that the Mayor cancelled at our request. They then got one of the nightclubs to allow them to move the stage inside.

Staffing: Class A uniforms about 100 officers deployed in squads to provide a large visible presence and to make arrests. We had about 100 in demonstration management equipment. The plan was to push the crowd south and east which would not allow them to go north into the retail core for looting. We also had a platoon of plain clothes and uniformed that would work cooperatively to make arrests. We had a traffic plan and wanted to keep streets open as long as possible. We had prisoner-processing teams ready to accept prisoners. We also had a SWAT contingency. We also had worked with about 20 agents from the Washington State Liquor Control board who were working in the bars. We had officer available to trail large groups when they broke up and we had spotters.

The field command was set up 3 Blocks away. This allowed us to pull uniformed officers to command post where they geared up and supplemented the perimeter course. 1800-2000 hours were fully staffed. People were coming in already intoxicated. 2200-2400 hours closed down the traffic in the area. Some in crowd were doing property damage. We had officers who were watching for problems and would then direct the uniformed officers to the location. In Pioneer Square there is triangular garage that was taken over by the media broadcasting live at times. As the crowd grew uglier they would launch projectiles above street level when they saw police up there. At 2300 hours we had our first major incident. We had a call about a man with a gun in the crowd. Officers located him and found a loaded cocked 45-caliber semi-automatic pistol. Arresting officers were in a squad of 10-12, during the arrest they started taking rocks and bottles from the surrounding crowd.

From that point on the crowd turned. We had officers going into the crowd and trying to rescue people, but the crowd would turn on the officers. At around 2400 hours there were no good

decisions to make, the mood of the crowd was continuing to escalate. We were seeing more fights and aggression toward each other. You would see groups of people in mutual combat. For a brief period of time we could see people starting to leave but something would happen and they began heating up again. There was a car parked close to a parking structure and people started vandalizing it, eventually turning it over, at about the same time, a spotter could hear gun shots and we knew we needed to disperse the crowd. It took 15 minutes to assemble and then we gave the order to disperse. It took 30-45 minutes to disperse the crowd. (Assistant Chief Bryant) my fear was when you start to disperse a drunk and unruly crowd you don't know how many people are going to get hurt by being trampled or pushed through windows on the narrow street.

70 people reported injuries. There was 1 death due to assault by a closed fist. Another critical injury occurred when someone jumped from an overpass and fell 30 feet to the concrete below several blocks away from the scene. 27 arrests were that night. We initiated a taskforce to conduct follow up investigations. Criticism from media and internally was that we weren't aggressive enough on Tuesday night.

Chief Kerlikowske: Philadelphia was closest to what we had, there was no City sponsored event. The density of the crowd was a critical factor. The advertising for the event had a level of titillation and promiscuity. We arrested a group who had a CS grenade. People were there for a fight and a brawl.

Assistant Chief Bryant: The crowd seemed to fear no consequences for bad behavior. Since WTO people seem to feel they can riot without fear of being held accountable.

Mayor Paul Schell: Thank all for taking the time to come to share your experiences. You are doing valuable and important work. There is a challenge for us to figure out how we deal with this. The perception of safety is so key and the media plays into that so much. I have been visiting businesses that are worried about our image and church organizations that are worried about their kids. We don't have a magic pill that will eliminate this kind of behavior. In a free society we will never have enough police. In a free society we have to rely on individual responsibility. What role do all the players have? We have to understand it before we can respond to it. This is the beginning of getting back to the past when we didn't celebrate this type of violence.

# Analysis

## Looking for Common Threads:

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### Commonalities:

- Youth
- Alcohol
- Us vs. Them mentality-Crowd vs. Police
- Lack of respect for authority
- Lack of respect for others and for property
- Lack of responsibility-“ME” mentality
- Little fear of being held accountable:  
Portland is moving towards having community- based prosecution. Last event they had a city attorney there on scene and made a big difference in how he advised and supported the Police (Larry Findley). In Philadelphia they have legal advice during the planning stage. This provides some clarity around the enforcement of law.
- Closing down the street and giving them the street:  
Two cities have a curfew (16 and under have to be home by 10 PM).
- Legal Structure, what types of laws do you have?  
**Austin:** Failure to disperse: Give order to disperse if don't then move them. Regularly get prosecution out of it. Curfew: Open Container-no alcohol consumption on street; No legal restrictions on OC spray, SOP's that direct that.  
**Fresno:** Curfew-unless at event and not dispersing. Curfew center staffed by Police. Nudity ordinance which is new. Consumption of alcohol on street (open container). Beer sales must be in plastic containers. Beer garden enclosed; Unleashed animals were problems in previous years. Failure to Disperse-first have to make an announcement then we have the authority to move: We have to do it in English and Spanish 3 times and have to have someone in the back of crowd that verifies they could hear. There is no individual warning. we do not have a track record for prosecution since they haven't been used much. We do video tape at the point of origin and at the person at the back to verify.  
**Philadelphia:** Curfew, underage drinking, open container, indecent exposure, disorderly conduct, Restraints of chemical agents: policy that narrows the ability to use chemicals. The Chief makes that decision. Obstruction Ordinance. When we have a mass arrest we

usually use obstruction of the highway. They have unit that handles that particular type of problem.

**Seattle:** In both Portland and Seattle there are restraints around collecting intelligence and video taping of events.

Question: A question about a dispersal order has emerged in Seattle-can they move a few blocks, reposition themselves and be in compliance unless another dispersal order is given?

Answer: In Seattle for N30 had a problem with crowd moving block by block and feeling that the dispersal order had to be restated each time. Seattle also has a rioting ordinance; very serious but burden is also high. They also have a pedestrian interference ordinance.

Question: Do ordinances work-are there holes?

Answer: Overwhelming feeling is that the ordinances weren't the problem, the issue was the crowd sizes and the ability to see what was going on.

- None of the events were official City Sponsored events. What are your options when you don't have a sponsored event.

**Fresno:** We have ordinances that allow the person hosting to set up beer gardens. The city is sort of hands off on it, but then who manages? We agreed on the fence proposed by the marketing committee and signed off on the street closure events. But they (marketing committee) controlled the admission and ticket sales.

**Austin:** They went after the street closures because they could have more control over the security and perimeters. They insisted on no musicians, no open beer gardens, etc.

**Philadelphia:** More permitting wouldn't really help. We have tried to move things to safer venues but the public won't do it. They want to go to the regular venues.

- Media role/hype: Provocative ads, especially pitched to underage patrons.
- Media becoming part of the news rather than reporting the news
- Private benefit at the expense of the public funds.
- Officers often couldn't go into crowds because of the density. Horses were effective in getting dense crowds (Austin) to disperse. Take EMS and Fire with you so they can pick up anyone who gets hurt.
- Women exposing themselves. A lot of the problem spots were in areas in the crowds where women were exposing themselves to get Mardi Gras beads.
- Mood of the crowd/hostility directed toward the officers. Crowd & bystanders indifferent to or

fueled the conflict. The crowds did very little self-policing.

- Markets that were selling alcohol, youth coming to the event with cases of beer and selling out of their cars.

Question: Were there any other Firearms arrests?

Answer: Austin heard shot being fired but never found the person responsible. Philadelphia had some knives but no guns.

Question: Was there any value in preparing the community beforehand?

Answer: **Philadelphia:** We had a community forum prior to the event. Blaming the police was minimized because we told them what was going to happen. Stakeholders need to be told about the police response and plan. **Seattle:** Pioneer Square community meeting four days after—only one person critical of the police, but they really held the bar owners accountable for bringing this type of behavior to the neighborhood. In Philly the same thing happened. **Fresno:** Our event was billed as a family event. The public has no idea of the types of problems that arise out of these kinds of things. We need to get stakeholders to understand what we've done so they don't think we just weren't prepared.

- Free society/Free Speech issue
- Accusations of overreaction or underreaction as well as balancing those two.
- Public education is needed. Have to get the stakeholders involved.



# Lessons Learned:

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## **What should be done differently:**

- Proactive Staffing without worrying about what the overtime costs might be.
- More proactive deployment.
- Density of the crowd gave the impression of the mob mentality. Keeping the crowd size down would go a long way to reducing the sense that you are anonymous.
- Use more horses and keep the crowd moving. Horses work well if there is someplace to move the crowd. Philly had to pull back because they had no place to push people. French interlocking fencing was set up to give people a place to wait to get into the bars. Next year will not have them as they became a barrier to the police.
- Look for legal methods to hold businesses accountable that bring the crowds in as well as the promoters of the event.
- No tolerance of these non-sponsored events.
- If it is a sponsored event then professional organizers need to be brought in during the planning and asked/required to work with the police. Set high cover charges and increase the cost of drinks. In Seattle the bars became the safe havens. People in the bars weren't the trouble. Kids who couldn't get in were causing problems.
- Educate the public about the consequences of law breaking: Seattle did that for N30 and was accused of intimidating and threatening the public.
- Fresno is considering fencing that is more permanent as well as special event permits issues.
- Look for legal methods to restrict the people who had no reason to be in the area.
- Cities formally sponsoring the event. If liquor is going to be served in Portland at any event it must be approved by the PD. The event organizers must have a security plan that satisfies the Police.
- Pre-sales and tickets: Eliminate lines and limit crowd size. Increase the age limit and control the inside participants.

- Getting the clergy involved/community leaders. Consider using them as marshals.
- Police tactics/private police staffing: Check points leading up to the area.
- Get information on the crowds from mass transit; who and how many people are coming in, are they intoxicated?
- Develop clearinghouse for lessons learned and operations plans. Focus on the areas that go well and what can be improved. Develop a format for a standard After Action Report.
- Civil suits against those who are responsible for the behavior. Go after the costs incurred because of the behavior.
- Seattle had a tactical plan that then changed. Interspersing resources versus perimeter line. How do you get the 100 or so people out who are causing the problem? Philly tried to do this with the liquor control board officers. They were in the crowds so they wouldn't have uniformed officers pulling people out of the crowd. This became a safety issue and they ultimately had to pull them out. Austin looking at specific start and end times for events. Finding the balance between when you move in and hold back.
- Austin explained their CMT Program-Crowd Management Team. It is a team that takes mobile field force concept and expands on it. Austin took 114 officers and split them into 12 different squads. Each squad has a sergeant and every 3 squads has a lieutenant. They all get the riot gear, they each have a less lethal weapon, there is one officer with a 12 gauge, 1 with a 40 mm, 1 with a M46, and one with a 9 mm with OC spray. There are two teams, an Alpha and Bravo. Everyone on CMT gets extra training. In preparation for Mardi Gras they laid 6<sup>th</sup> street out at the training academy. Overall very new, Fortune 500 was their first event. Nothing like WTO; Saturday night Mardi Gras was first time they used stingers, used more OC that night than they have in the history of Austin. Train 8-10 times a year-Alpha, Bravo, then together—they train together with other jurisdictions and are trying to do that every year. Selection is hand picked. Was hard to get people in at first but have plenty now. Learning a lot as they go along. CMT is about a year old right now; so far it has been successful. Everyone is on a pager to respond, but the reality of getting people out in emergency is not great. CMT assignment (i.e. specific squads) is permanent. Only time that changes is if someone leaves the squad. No extra pay for being in the unit. Portland has a very similar unit. Philly's got their SWAT unit and only call them in when there is a huge problem. Portland wants to have a platoon to go out on bicycles. Bicycle officers have problems with losing bikes to the crowds. Philly lost a lot of Harley's because of overheating in last years Mardi Gras.

# Follow Up:

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- Write up case studies.
- What can PERF do to contribute in the future?
- Tactical issues are dynamic and it is hard to focus on them, but we can focus on the emerging issues we are seeing when you have this kind of crowd (young, disrespectful, intractable, confrontational).
- Perhaps need to look at a blended response versus having one particular group go in.
- Helpful to know that there are other departments with similar experience. That gives us more confidence in our decisions.
- Actually being able to go out and work with other jurisdictions would be helpful for PERF to sponsor and coordinate.
- Providing resources that give others ideas about what is out there so they can learn from other agencies.
- Training on crowd dynamics and crowd psychology.
- Educating elected officials about the importance of utilizing less lethal weapons and not allowing even minor violations of the law.
- Educating the public and the media that dealing with hostile crowds is not a science and that no agency has developed a response that ensures that there will be no violence or destruction of property.
- National or Regional access to concise summaries and tapes of other jurisdictions events. Bring groups together to talk about this information. Conference that focuses on Large Events and how to plan and prepare for them.
- Information on what tactics the “groups” that come to cause problems will use would be valuable to the officers and planning staffs.



